PEER TO PEER LEADERSHIP: AN OD PERSPECTIVE

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Today’s Conversation

Why this topic? Why Now?

Headlines and Business Environment

History At a Glance

Current Landscape and Current Reality

A (Reframing) Point of View

The Benefit and Getting Started
Why this topic? Why now?

Traditional Leadership is under attack

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"OD is dead" is a theme that is still alive and well

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Peer to peer is more than a grassroots movement

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Institutional "effectiveness" and "efficiency" is at an all time low
Headlines

*Alibaba on Top*

*Ferguson Mo on the Map*

*NFL Scandal*

*U.S. Secret Service fumbles*

*ISIS...a race against time*

*Colorado Students Protest the AP History Curriculum*
History At a Glance

40s
Kurt Lewin
Peter Drucker

50s
Whyte, Organization Man
The Human Side of Enterprise
E.Goffman ; R. Lippitt; E. Jaques
D. McGregor, R. Tannenbaum, C. Argyris, W. Bennis

60s
Bass Transformational Leadership
T-Groups
Positive view of people
F. Fiedler – contingency theory
T. Kuhn – paradigm shift
R. Beckhard
Bradford and Benne
Edie and Charles Seashore

70s
HBR On Management
HBR On Human Relations
LMX Theory
R. Ackoff; W. Burke
Rosabeth M Kanter

80s
OD Definitions expanded
Women in Leadership
Diversity- Elsie Y Cross, Kaleel Jamison

90s
WEB + globe
Art Kleiner, Age of Heretics
Cross, Katz, Miller, Seashore
Diversity and Inclusion
Culture of Dilbert

2000s
- Future Search and Large Group Interventions
- Organization Design/Network Communities
- Humble Inquiry
- World Café
- New Dialogic OD
Opportunities and Challenges

National Leadership Index – citizens confidence

Voices of followers rise

Emerging millennial mindset

West faces East

Transparency - through the looking glass

Paradox of happiness – a new marketplace
Current landscape
Current Reality ● Current Practice
Organization success and sustainability requires an integration of work experience, work environment and leadership – (WEX+WEN+L=OSS)

Leadership is a reciprocal exchange relationship; not a top down relationship

The peer to peer network community design allows this integration

Organizations must reach a level of organization development and maturity to benefit from a peer network community design
Peer to Peer Network Community
What is a peer to peer network community?

An organizational framework for the 21st century that integrates leadership, work environment and work experience into an interlocking organizational architecture. It is akin to distributed and collective organization and social network models but differs in that a p2p network community is distributed within and between a network of **equipotent nodes** (individuals) through **dynamic, relational work connections**.
What is peer to peer leadership?

A higher order reciprocal relationship that occurs as one interlocking entity. It represents an organizational leadership framework for the 21st century.

The interlocking entity is an element of a network community comprised of individuals (nodes) that work together through dynamic exchange connections (equipotency).
e·qui·po·tent
adjective
the capacity of each node in the network community to function as a provider or receiver given the asset needed.

equipotent nodes
individuals within a network community that have equal authority, power and responsibility to connect with others as suppliers or consumers.
Four Stages of Organization Readiness

1. Clear understanding, commitment and communication of purpose and values
2. Dialogue, mutual and continuous exchange of input and output
3. Reconciliation of polarities, tensions and abstractions
4. Formation of dyad exchange structures within a network community
P2P organization readiness assessment

Higher purpose: serving good of society—improving the world for all
ROI: focus on investment return to shareholders
Equipotent dialogue: all parties giving and seeking input in a balanced manner
Top down: flows from top to bottom
Wicked problems: no solution; many solutions
One way: one right solution; no flex in the way we do things
peer to peer (P2P): reciprocal exchange between nodes (dyad exchange) within the network community
Hierarchical: leader and followers; command and control
Thoughts for OD practice

- Assess organization readiness
- Conduct ‘new OD’ action research
- Convene dialogue sessions with leaders
- Facilitate change with every intervention
- Use self as agent; support and practice
On P2P Path
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